

# **Strategic Diversity Plan**

**Michigan Department of Community  
Health (MDCH)**

**June 2010**

## **Introduction**

The Michigan Department of Community Health's (MDCH) Diversity Workgroup was created in 2004 to promote diversity and to increase cultural competence across the department. In 2008, a policy/procedure was established to include membership for agency employees.

The Workgroup's vision is that all employees view themselves as part of a larger team, recognizing, and respecting the diversity of the employees within the department. MDCH's policy is to promote, support, and provide opportunities that benefit both the employee and the department on issues of cultural norms, assumptions, and realizing the necessity of diversity.

The Diversity Workgroup is comprised of a diverse group (such as race, gender, religion, and physical characteristics) of employees from each administration (Office of Services to the Aging, Operations, Medical Services, Health Policy and Regulation, Public Health and Mental Health and Substance Abuse) of the department. There are permanent members of the group comprised of the Chief Deputy Director, Director of Bureau of Organizational Support and Services, Legal Affairs, Communications, and the Equal Employment Opportunity Officer. The rotating members represent the other administrations of the department, and serve a two-year term. This workgroup, through an organized work plan, provides cultural learning opportunities, monitors hiring statistics, reviews training needs, etc at MDCH.

Following is the outline for the MDCH Diversity Strategic Plan. The Diversity Workgroup will work closely from this Strategic Diversity Plan to

further define and detail strategies to assure that the key actions are met in a reasonable time frame by the key participants.

### **The Business Case**

MDCH serves a diverse constituency that, given current population trends, will become even more diverse. Providing programs and services that meet the cultural, racial, ethnic and linguistic needs of our diverse population is more important now than ever before. MDCH, through its mission, is charged to ensure an equitable opportunity for health for Michigan's citizens, particularly those most vulnerable. A diverse MDCH workforce reflective of the changing state demographic is critical to our ability to adequately develop and provide services to meet the needs of all of our citizens. Recruitment and retention, as well as opportunities for advancement for traditionally underrepresented groups are important strategies to improve our program effectiveness and our overall workplace environment. The MDCH Diversity Strategic Plan proposes a multi-pronged approach to achieve a more diverse, culturally competent workforce. Ongoing awareness events, web information, and various trainings related to workforce diversity, health equity, and cultural competence will be offered to the employees of MDCH. These strategies will nurture diversity at MDCH.

Entities that will play a lead role in the implementation of the MDCH Strategic Diversity Plan include: the leadership of MDCH, the Diversity Workgroup, the EEO Officer, and the Human Resources Office.

## Demographics

At MDCH, the workforce is comprised of nearly 67% women and 33% men, with 3% of all employees being persons with a disability. MDCH is comprised of 3,981 employees: 71% of which are Caucasian, 21% African-Americans, 4% Asian, 3% Hispanic, and 1% are Native Americans.

It is projected that by 2012, 32% which equals 1,272 employees at MDCH are eligible to retire. This percentage is broken down to reflect: 31.5 % (583 out of 1,849 employees) are in Group 1 (*Technical, Office, Paraprofessional and Service Occupations*); 28.5% (401 out of 1,409 employees) are in Group 2 (*Business, Human Service, Scientific and Engineering Professional*); 37.5% (197 out of 526 employees) are in Group 3 (*Supervisors and Managers*); and 47.8% (89 out of 186 employees) are in Group 4 (*Executives and Administrators*).

The average age of MDCH's employee is 46.6 years old and 41.1% of the top leadership of the department is eligible to retire in one year. Coupling these facts with our turnover rate of 9.2%, it is clear that workforce planning and diversity efforts are crucial to MDCH.

By planning **now**, we will be prepared for the future. It is imperative that we take steps to establish a culture that is desirable to our future workforce. We must strive to maintain, foster, and nurture diversity, to take steps to retain individuals and create a work experience that is both rewarding and challenging.

## **Values Statement**

By creating environments that facilitate the success of a diverse range of individuals, the MDCH can improve employee satisfaction, both internal and external customer service, and overall performance. The department will also improve its ability to attract and retain the best human resources through enhancements in the recruitment, selection, and retention processes. We will develop a strategic workforce/succession plan for MDCH, identifying strategies and actions to ensure preservation of diversity and expertise within MDCH. To achieve and maintain this diverse workforce the department has inclusion as one of its core values.

The MDCH Diversity Workgroup will offer opportunities that will enhance our appreciation of our differences, as well as increase our cultural competence. To that end, the department is committed to developing new creative approaches to managing a diverse workforce.

Through all of this, the department will improve the bottom line of effective and efficient service delivery. Services will be provided by culturally competent staff who are more effectively able to understand and respond to the needs of all people.

# The Strategic Diversity Plan

## Goal #1

**Start Date: June 1, 2010**

By August 1, 2010, develop a comprehensive communications plan including internal and external messages, various methods of delivery, a business case and the connection to the department's strategic plan.

[Connection to Executive Order 2008-22](#)

1. Recruiting and Selecting a High Quality, Culturally Diverse Workforce
2. Recruiting and Selecting High Quality, Culturally Diverse Suppliers
3. Diversity Training
4. Evaluating State Policies and Procedures for EEO Compliance

Key Actions	Key Participants
Develop a business case for diversity that incorporates the objective of diversity into the Department's strategic plan.	Diversity Workgroup Subcommittee
Determine the appropriate internal and external diversity messages to be included in the department's communications strategy	Department Director and Diversity Workgroup
Determine what methods of delivery are most appropriate for which target audiences	Department Director and Diversity Workgroup
Work with the EODC to develop a communications strategy designed to educate all department staff regarding the diversity plan and the importance of diversity.	EEO Officer
Approval of communications strategy	EODC and Department Director
Implement communications strategy	Public Information Officer and Communications Representative to the Diversity Workgroup

# The Strategic Diversity Plan

## Goal #2

**Start Date: June 1, 2010**

By October 1, 2010, disseminate the diversity competencies approved by the Council and ensure that every employee is rated on at least one diversity competency as part of their annual performance review.

[Connection to Executive Order 2008-22](#)

### 1. Diversity Training

Key Actions	Key Participants
Communicate through various forms of media the diversity competencies to all employees to be used in the performance review process	Managers & Supervisors and Diversity Workgroup
Provide formal training and/or respond to questions regarding competencies	Human Resources
Each department as a key element of their Diversity Action Plan requires that at least one diversity competency is in every employee's annual performance review	Department Director
Ensure compliance with requirement that every employee includes a diversity competency in their performance review. (Each department will determine how to measure compliance)	Human Resources

# The Strategic Diversity Plan

## Goal #3

**Start Date: June 1, 2010**

Adhere to all supplier diversity rules set forth by the Department of Management and Budget.

[Connection to Executive Order 2008-22](#)

1. Recruiting and Selecting High Quality, Culturally Diverse Suppliers
2. Diversity Training
3. Evaluating State Policies and Procedures for EEO Compliance

Key Actions	Key Participants
Create and approve supplier diversity requirements	Manager of Purchasing Section
Comply with all purchasing and supplier diversity requirements in all purchases and contracts, including all delegated purchases	Director of Grants and Purchasing



# The Strategic Diversity Plan

## Goal #4

**Start Date: June 1, 2010**

At a minimum, adhere to the recruitment and selections process developed by the Civil Service Commission.

[Connection to Executive Order 2008-22](#)

1. Recruiting and Selecting a High Quality, Culturally Diverse Workforce
2. Diversity Training

Key Actions	Key Participants
Work with the Diversity Recruitment and Selection Subcommittee of the EODC to maximize the quality and diversity of the candidate pool for the department	Human Resources and EEO Officer
Train all staff responsible for the recruitment and selection of the department's workforce	Human Resources
Review recruitment results annually (applicants, new hires)	Human Resources and EEO Officer

# The Strategic Diversity Plan

## Goal #5

**Start Date: June 1, 2010**

By December 31, 2010, work with the Diversity Training Sub-committee of the EODC to develop and execute a plan to provide diversity training to all employees.

[Connection to Executive Order 2008-22](#)

### 1. Diversity Training

Key Actions	Key Participants
Work with the Diversity Training Subcommittee of the EODC to develop a department-wide training plan, including timelines and training objectives specific to the Department	EEO Officer and Diversity Workgroup Training Subcommittee
Train 100% of the staff according to the plan created by the EODC Diversity Training Subcommittee	Department of Civil Service and in-house trainers
Measure effectiveness of the training ( <i>Let the Department design the measurements</i> )	Department leadership, EEO Officer, Human Resources, and Diversity Workgroup
Utilize measurement results to refine training and enhance for future trainees	Department leadership, EEO Officer, Human Resources, and Diversity Workgroup